



## The Mediating Role of Psychological Empowerment on the Relationship between Person Fit Organization and Knowledge Sharing Behavior in Innovative Work Behavior

Erna Ratnasari✉, Ketut Sudarma

Management Department, Faculty of Economics, Universitas Negeri Semarang, Semarang, Indonesia

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### Abstract

The purpose of this study was to determine the effect of person organization fit and knowledge sharing behavior on the innovative work behavior through psychological empowerment as mediation, The population in this study were all employees of PT Telekomunikasi Seluler Central Java Regional DIY totaling 115 employees. Sampling using sampling nonprobability saturated samples. Methods of data collection is done by using questionnaires. The analytical method datamenggunakan regression analysis and path analysis with the help of analytical tools IBM SPSS version 21. The results showed that there is a direct effect of a positive and significant correlation between person organization fit and knowledge sharing behavior on the innovative work behavior, The results also show the effect of indirect relationships are positive and significant correlation between person organization fit and knowledge sharing behavior on the innovative work behavior through psychological empowerment as mediation.

## INTRODUCTION

Current business developments and the rapidly increasing stiff competition among competitors require companies or organizations to continue to innovate (Kusumawardani & Nury, 2018). Organizations need to understand the factors that drive innovative work behavior of employees (Amalia & Nury, 2017). One of the efforts for the organization to become more innovative and successful is to encourage their employees to showcase the innovative work behaviors (Afsar & Badir, 2016). Innovative work behavior refers to plan, generate, implement, execute and realize an idea (Jong & Hartog, 2007).

The process of innovative behavior is to create, manage and implement new ideas in terms of products, technologies, strategies, procedures and work processes in order to create effective

performance of the later impact on the profit of an organization. A leader must give more attention to employees how to foster innovative work behavior to employees. Innovative behavior requires a high level of employee engagement, commitment and meaningfulness to accept and support the socially with colleagues, one way is to consider the alignment between the values held by the organization's employees (Afsar, Badir & Muddassar, 2015).

Innovative behavior not only requires new ideas and develop the desire and attitude to carry it out, but there is a willingness to adopt such ideas (Nijenhuis, 2015). The application of innovative behavior on employee affective and cognitive effort required for employees who want to generate and implement new ideas (Janssen, Vliert, & West, 2004). Innovative behavior is also considered a positive work attitude for employees to continue

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✉ Correspondence Address:

L2 Building, 1st Floor, Faculty of Economics, Universitas Negeri Semarang  
Jalan Taman Siswa, Sekaran, Gunungpati, Semarang, 50229  
E-mail: listriyani47@gmail.com

tribute to the achievement of the task. Employees will be free to do anything if it has a conformity of ideas and goals he has with the objectives to be achieved by the organization. Person organization fit is the fit between the values, knowledge, skills, abilities, and personality that employees with the organization (Judge, 1996). Companies can use the person organization fit as a method to adjust staffing to the employee, at any time when the company experienced dynamic state (Saks, 2006). In terms of the creation of innovative work behavior, employees need to be given additional knowledge from those who have more resources, such as coworkers and even leader. Members of the organization have an important role in human resources (Diniyati & Ketut, 2018). A suggestion that organizations should encourage collaboration between employees and exchanges from one side to the other, to facilitate the employees to share their knowledge with colleagues within in the organization (Axtell, Holman, & Wall, 2006). Individuals who joins himself to the innovative work behavior must often manage knowledge, especially in collaborate, combine, interpret and disseminate a science or knowledge (Nonaka, 2008). Other researchers also respond to this, that the companies that stimulate knowledge sharing inside and out, then the employees will further develop innovation and improve performance (Howell & Annansingh, 2013).

Employees will feel comfortable in doing knowledge sharing behavior when in a good psychological condition. Psychological empowerment is also a motivation (Afsar & Bilal, 2016). When a person fit an employee organization is high, it will affect the behavior of the innovative work if employees are empowered psychological well to try to implement new ideas (Afsar & Bilal, 2016). Psychological empowerment focuses on subjective judgments about how people feel while doing his job. Psychological approach employees need to be reconsidered because psychologically capable of providing a good or bad outcome depends on the psychological state employees (Özarall, 2015). When a leader to empower employees with better psychologically, then employees will strive to provide good performance, even able to work in innovative ways.

Person fit organization capable of delivering a positive outcome at the employees and the employees make better psychological workplace. The process of reciprocal relationships between employees and leadership to be effective. Beside that person organization fit helps employees to accept conformity of knowledge, skills, abilities, goals and targets better (Afsar & Bilal, 2016).

Based on the results of previous studies indicates that the person organization fit a positive influence on innovative work behavior (Afsar et al., 2015). It is also supported by research conducted by (Afsar & Badir, 2016) which indicates that there is a positive correlation between the person organization fit with the innovative work behavior. Employees with high conformity value it will find a sense of belonging and commitment to the organization where employees work (Biswas & Bhatnagar, 2013).

Employees whose innovative behavior in the workplace would feel worried when the work they do is viewed negatively by others (Bilal, 2015). Innovative work behavior is not just about the initiation of an idea but to realize and commercialize correctly, meaning that generate a long-term commitment to an idea. Person organization fit helps employees to establish long-term relationship with the organization, where they are likely to display behaviors positive effect on the outcome of performance, increased productivity, reduced error rates, increase the ability to achieve their goals and image of the organization (Afsar & Badir, 2016). person organization fit is an important factor in the workplace, particularly in the establishment of innovative work behavior. This factor is able to foster a sense of employee commitment to the organization and create a high-performing employees.

Research conducted by Jaberi (2016) supports the statement by the knowledge sharing behavior towards innovative work behavior, through penelitiannyayang results show that knowledge sharing behavior has a positive relationship and influence the behavior of innovative work in the context of hospital employees. In previous studies of innovative work behavior that variable less fit person organization can describe the understanding of why employees behave innovative work (Gregory, Albritton & Osmonbekov, 2010). Based on earlier research revealed that the mediating influence of cognitive motivation as the role of self-efficacy and flexible role-oriented relationship between the individual's perception of the appropriateness of the organization and innovative behavior (Parker, Williams & Turner, 2006).

Previous research states that there is a positive and significant relationship between psychological empowerment and knowledge sharing behavior that adds the statement also that employees are empowered with good, then employees are inclined to make sharing knowledge with others. Psychological empowerment focuses on the subjective judgment about how someone while doing his job (Özarall, 2015).

Research on psychological empowerment of the innovative work behaviors studied extensively in recent years, for example on research (Imroatus Sholikhah, 2017) the hospital nurses showed that the structural and psychological empowerment trigger on innovative behavior, but be aware that not all employees want the same level of empowerment.

In this study, psychological empowerment serve as a mediating variable that connects the person organization fit and knowledge sharing behavior on the innovative work behavior. (Kumar, 2016) stated that the psychological empowerment significant positive effect on the innovative work behavior. This suggests that higher levels of psychological empowerment of the employees will be higher the innovative work behavior owned by employees. Psychological empowerment has four dimensions of meaning, competence, self-determination, and impact (Spreitzer, 1995). In another study also showed that psychological empowerment is able to effect a mediation on innovative work behavior (Singh & Sarkar, 2018).

This research was conducted at PT Telekomunikasi Seluler Regional Central Java DIY. PT Telekomunikasi Seluler Regional Central Java DIY is a company located in the city of Semarang. Based on the results of interviews conducted with the HCM PT Telekomunikasi Seluler Regional Central Java DIY claim that they have employees with a high inovaif behavior. However, based on the results of preliminary studies conducted by the researchers found that there is still a one-dimensional from the innovative work behavior of employees has a value that is still being, that is not maximized, yaiu dimension realize the idea. This can be indicated by several factors, one of which is because employees feel less confident in making the realization of innovative ideas into something useful practices in employment.

Until now many researchers who studied the innovative work behavior, but not many researchers who tested the variable person organization fit, knowledge sharing behavior, psychological empowerment and innovative work behavior simultaneously. This study was also conducted to confirm the differences in the results are different from (Gregory et al., 2010), (Pin & Saragih, 2015), (Afsar & Badir, 2016), (Jaberi, 2016), (Sabila, 2016), (Afsar, 2017) as the basis for testing the effect of person organization fit and knowledge sharing behavior on the innovative work behavior through psychological empowerment as a mediating variable.

### **Hypothesis Development Effect of Person Organization Fit on Innovative Work Behavior.**

According to Jong and Hartog (2007) The innovative work behavior is a set of behaviors required to develop, launch, and implement new ideas in order to improve the performance of personal or business. One of the efforts that organizations become more innovative and successful is to encourage employees to have the innovative work behavior (Afsar & Badir, 2016). When the employee job characteristics, organizational demands, and the availability of resources in accordance with their intrinsic abilities and needs, they tend to reply and respond more creatively to their situation because of the commitment and high level of satisfaction in their work (Kristof-Brown, 2005) person-organization (PO). Appropriate human resources employees can create value in an organization (Martono & Putri, 2018).

Compliance is perceived values and goals of the company's employees will have a positive impact on the job. Someone committed to identify with the values and goals of the organization, implying that there is a relationship between value congruence and organizational commitment (Aussy & Ketut, 2017). When an employee feels have similar or suitability to their work, then they will tend to present innovative work behaviors (Afsar & Badir, 2016). Then (Afsar et al., 2015) also shows the results of research that person organization fit positively related to innovative work behavior, whereby when the employee has been felt to have a match with the characteristics of the company, then they will be easier to have a tendency innovative behavior in the workplace.

From penejelasan above hypothesis can be formulated as follows:

H1: There is the influence of the level of person-organization fit for the innovative work behavior

### **Influence Knowledge Sharing Behavior at Work Innovative Behavior.**

Knowledge sharing behavior as an element that can stimulate organizations to create knowledge and transform it into a more powerful (Liebowitz, 2001), within the organization there are many members who have sufficient knowledge and skills to solve problems faced (Yuniawan Ahyar, Vini & Udin, 2017). Sharing knowledge is a step to propagate or disseminate knowledge that can be accessed by employees who need it (Arizqi, 2017). When employees are involved more in knowledge sharing, they are internalized into a larger amount of knowledge. When indi-

viduals share their knowledge, they do not just convey information to others they also decipher, combine and translate into a form that is clear and relevant to the recipient (Hansen & Avital, 2005).

Through this form of employee communication in sharing information and knowledge presents a great opportunity for mutually hone the ability to absorb knowledge and share with other employees with their own way (Kang & Lee, 2016). In harmony with this, (Dong Phung, Igor Hawryszkiewicz, Daniel Chandran & Binh Minh Ha, 2017) suggested a significant correlation between the behavior of sharing knowledge with the innovative behavior, namely that the employee's willingness to share their knowledge with colleagues to encourage enthusiasm for implementing innovative work culture in the company.

From penejelasan above hypothesis can be formulated as follows:

H2: There is the influence of the level of knowledge sharing behavior on the innovative work behavior

#### **Effect of Psychological Empowerment on Innovative Work Behavior.**

Employees are able to empower the psychological well-marked them find a sense of meaningfulness of the work they get and competencies they possess were able to complete all of the activities that have become a burden their tasks. Psychological empowerment is an individual belief in his ability to perform work activities related to the skills and competencies (Meyerson & Kline, 2012). When an employee is empowered in oranisasi environment, they will exhibit creative behavior because they have discovered the value in the job role (Jung et.al, 2003). To perform various tasks, employees who have high self-efficacy are those who perform very well (Wuryanti & Setiawan, 2017).

It is also supported by the results of previous studies that have examined the relationship between psychological empowerment to conduct innovative work that is under (Spreitzer, 1995); (Shalley, CE, Zhou & Oldham GR, 2004) psychology empowering positive effect on the attachment of the creative process, managerial effectiveness and intrinsic motivation. Other previous studies also states that the innovative work behavior is influenced by psychological empowerment (Bilal, 2015).

From penejelasan above hypothesis can be formulated as follows:

H3: There is a level of psychological empowerment influence on innovative work behavior

#### **Effect of Person Organization Fit on Innovative Work Behavior through Psychological Empowerment**

Based on the theory that employees who behave innovative work influenced their sense of conformity values, goals and processes between employees and the organization works. An organization also challenged to review the conditions of resources or inputs for setting the pace of its development (Purnamasari & Palupiningdyah, 2017). Measurement of how strong the impact of employees believe their work can affect the performance of the company (Wahyono, Dorojatun Prihandono & Andhi Wijayanto, 2018). Before the employee has the innovative behavior, they need to have a high psychological empowerment. An employee who has a better psychological response in the work environment is usually applied into the active orientation through job roles and performance of duties (Kraimer & Seibert, 1999).

Based on previous studies that person organization fit not only affect the innovative work behavior, but also able to affect the psychological empowerment (Gregory et al., 2010). Based on the above it is likely that the relationship between psychological empowerment of the person-organization fit can improve the innovative work behavior and significantly larger. This mediation research get suggestions from previous studies which stated that the psychological empowerment can stimulate change and innovative work behavior change-oriented (Conger & Kanungo, 1988).

From the explanation above, the following hypothesis is formulated:

H4: Psychological empowerment is able to mediate the relationship between person-organization fit for the innovative work behavior

#### **Influence Knowledge Sharing on Innovative Work Behavior Behavior through Psychological Empowerment**

Psychological empowerment has a relationship with the effect of knowledge sharing behavior. It is triggered by Aysegul (2011) which states the result that there is a positive and significant relationship between psychological empowerment on knowledge sharing behavior. Motivation is the primary driving behavior of someone in a job (Martono, Khoiruddin & Wulansari, 2018). Increase knowledge sharing organizational knowledge-based resources and lead to an increase in the work through the use of information, experiences, exercises, insight, and understanding of widespread (Sulistyo & Ayuni,

2018). It can be said that the empowerment of employees are more likely to share their knowledge with others. Thus, knowledge sharing to increase the capacity of employees to innovate.

The sharing of knowledge makes employees easier to see the opportunity to change and merge back into a new use of knowledge, promoting within the organization, and implementing them into a routine of innovative performance (Radaelli, Lettieri, Mura, and Spiller, 2014). When an employee has had innovative work attitude, they tend to pay more attention to co-workers by conducting workplace interactions that would normally be due process of sharing knowledge and information that can lead to an increase in innovative performance of employees.

Based on the explanation above, the following hypothesis is formulated:

H5: Psychological empowerment is able to mediate the relationship between knowledge sharing behavior on the innovative work behavior

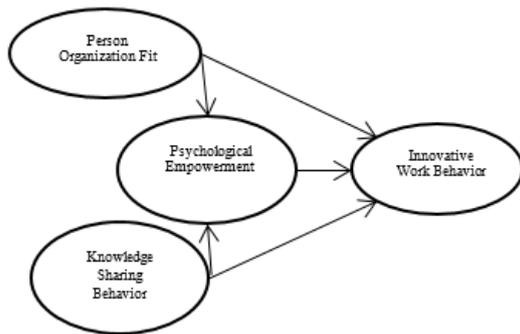


Figure 1. Research Model

## METHOD

The samples in this study were all employees of PT Telekomunikasi Seluler Regional Central Java DIY totaling 115 employees. Sampling was done by using sampling nonprobability technique where the entire population sampled. The method diunakan in the process of data collection is questionnaire method. Methods of data analysis using regression analysis and path analysis. Data analysis using SPSS version 21 software.

The variables examined in this study, among others; person organization fit, knowledge sharing behavior, psychological empowerment, and innovative work behavior. Janssen (2000) defining innovative behavior as the creation, introduction and implementation of new ideas, deliberate and useful in occupational roles, groups and organizations in order to obtain optimal performance. Innovative behavioral variables

measured 9 item the question of the dimensions proposed by (Janssen, 2000) using a Likert scale of 1 = strongly disagree to 5 = strongly agree scale. One example of an item that question is "I am able to create new ideas to solve difficult problems I face in carrying out the job".

Hooff & Ridder (2004) explained that sharing knowledge is a reciprocal process among individuals in sharing knowledge that simultaneously generate new knowledge. Variable knowledge sharing behavior was measured using a 5 item question based on the indicators put forth (Hooff & Ridder, 2004) using a Likert scale of 1 = strongly disagree to 5 = strongly agree scale. One example of an item that question is "I share the information I have with one department or colleague colleagues from other departments".

Kristof-Brown et al., (2005) person-organization (PO) describes the person organization fit as a correspondence between the beliefs and values of the individual to organizational culture. Variables person organization fit was measured using 12 items of questions based on the indicators put forth (Kristof, 1996) using a Likert scale of 1 = strongly disagree to 5 = strongly agree scale. One of the items that question is "I feel that the values that I profess the same as the values of the company".

Spreitzer (1995) explain psychological empowerment as an increased motivation to realize instrintik task that consists of four components that reflect inidvidu orientation for job roles, namely the meaning, competence, self-determination and impact. Empowerment psychological variables were measured using 14 items based on the indicators put forth (Spreitzer, 1995) using a likert scale of 1 = strongly disagree to 5 = strongly agree scale. One of the items that question is "I am confident in my ability to do the job".

## Validity and Realibility Test

Validity test used to measure whether a valid or invalid questionnaires (Ghozali, 2016). An otherwise valid question items if the value of  $r_{count} > r_{table}$  (0.361). The number of respondents in the test the validity of this study were 30 respondents. R table value of  $r_{table}$  0,361 views product moment at the 95% confidence level or significance level of 5%. Test the validity of this study were performed using SPSS version 21.

Based on the validity of the tests carried out showed that all instruments in this study are valid for  $r_{count} > r_{table}$ . That is, the entire value of  $r_{count}$  of item questions in this study is greater than the value of  $r_{tables}$  or greater than 0.36.

In addition there is also a test of the validity of a reliability test conducted in this study. A variable declared reliable if the value Cronbach Alpha > 0.70. This reliability test is processed using SPSS version 21. Based on test reliability, Cronbranch's Alpha value of the variable person organization fit of 0.754, 0.777 for knowledge sharing behavior, psychological empowerment of 0.746 and 0.780 for innovative work behavior. The entire value Cronbranch's Alpha of the four variables is greater than 0.70, so it can be concluded that this study IEM reliable.

## RESULTS AND DISCUSSION

Respondents in this study a number of 115 employees of PT Telekomunikasi Seluler Central Java Regional DIY twelve departments, namely Customer Service Management Jawa Bali, Digital Product Area Expansion Java, Bali, Finance Java, Bali, Human Capital Management Java, Bali, ICT Operations Regional Central Java and Yogyakarta, Legal and Stakeholder Management Java, Bali, Marketing and Sales Management Java, Bali, Network Engineering and Project Java, Bali, Procurement General Affair Java and Bali, Central Java Regional Sales and DIY, SME Sales Management East Area and Youth and Community Java, Bali, Based on the results of data processing that has been done, the majority of respondents gender

garding the variables studied. The analysis was done using analysis techniques index numbers to describe the perception of respondents on the items to questions (Ferdinand, 2014). Based on the research that has been done, obtained by the descriptive analysis as shown in Table 1.

Based on the analysis that has been done, all of the variables in this study included in the medium category. This shows that the respondents in this study need to improve person organization fit and innovative work behavior owned. In addition, the company also needs to improve the psychological empowerment and leads to an increase in the company's knowledge sharing activities to improve the innovative behavior that is owned by all employees of PT Telekomunikasi Seluler Regional Central Java province.

**Table 1.** Analysis Deskriptif

No.	variables	Index	Category
1.	<i>Innovative Work Behavior</i>	68.67	moderate
2.	<i>Person Organization Fit</i>	69.73	moderate
3.	<i>Knowledge Sharing Behavior</i>	67.18	moderate
4.	<i>Psychological Empowerment</i>	69.52	moderate

**Table 2.** Multiple Linear Regression Test Results

Model	unstandardized coefficients		standardized Coef- ficients	T	Sig.
	Std. Error	beta			
(Constant)	-1.434	2,684		-0.534	0.594
<i>Person Organization fit</i>	0.315	0.64	0.364	4.894	0,000
<i>Knowledge Sharing Behavior</i>	.429	.104	0.292	4.139	0,000
<i>Psychological Empowerment</i>	.232	0.56	.300	4.120	0,000

Dependent Variable: innovative work behavior

that is equal to 53% of women aged 28-31 years with a percentage of 37.3%, derived from S1 graduates with the percentage of 58%, and has a service life < 5 years with a percentage of 76%.

### Descriptive Analysis

This analysis was conducted to determine the general perception of respondents re-

### Influence Person Organization Fit on Innovative Work Behavior

Based on the research that has been done can be seen in Table 2 that t variables person organization fit has a t value of 4.894 with 0.000 significance value <0.05. These results suggest that H1 is accepted. That is, person organization fit has a positive and significant impact on innovative work behavior.

The results support previous research carried out by Afsar et al., (2015) and (Bilal, 2016) which states that person organization fit high owned by employees has a positive effect on the behavior of the employee-owned innovative. These results are also in line with research from Kristof-Brown et al., (2005) person-organization (PO which states that when the characteristics of the employee's job, the demands of the organization and the availability of resources and capabilities in accordance with the intrinsic needs of employees, then employees tend to reply and respond more creative and innovative in their work. Therefore, it can be concluded that the higher person organization fit which is owned by the employees of the company, the higher the innovative work behavior owned by PT Telekomunikasi Seluler Regional Central Java DIY.

**Influence Knowledge Sharing Behavior on Innovative Work Behavior**

In Table 2. Above also seen that t variable knowledge sharing behavior of 4.894 with 0.000 significance value <0.05. It shows that the H2 is accepted. So it can be concluded that the knowledge sharing behavior of employees can improve the innovative work behavior of employees of PT Telekomunikasi Seluler Regional Central Java DIY.

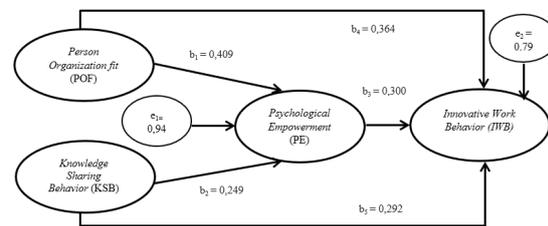
The results of this study are supported by a previous study conducted by Radaelli et al., (2014) which states that knowledge sharing behavior positive effect on employee behavior, innovative work. In harmony with this Peyman (2015) declare the results of penelitiannya that knowledge sharing can improve the innovative work behavior of employees. Thus, it can be concluded that the high knowledge sharing behavior, which is owned by company employees were able to influence the improvement of innovative work behavior of employees of PT Telekomunikasi Seluler Regional Central Java DIY. And reject the results of Pin and Saragih (2015) which states that knowledge sharing is not significantly related to the innovative work behavior.

**Influence Psychological Empowerment on Innovative Work Behavior**

Based on the results if the data in Table 2. It is seen that t variables psychological empowerment of 4.120 with 0.000 significance value <0.05. It shows that the H3 is received. So it can be concluded that psychological empowerment can improve innovative work behavior PT Telekomunikasi Seluler Regional Central Java DIY.

The research result is consistent with the results of Ayue, Rahman, Panatik, and Alias (2014) and (Kumar, 2016) which states that psychological empowerment positive and significant impact on innovative work behavior, That is, the higher the psychological empowerment which is owned by the employees in the company PT Telekomunikasi Seluler Regional Central Java DIY, it will be higher as well innovative work behavior which is owned by the employee proficiency level.

**Influence Person Organization Fit on Innovative Work Behavior through Psychological Empowerment**



Gambar 4. 3. Hasil Analisis Jalur (Path analysis)

Figure 2. Path Analysis Results

In the model described pathways mediating variables influence the relationship between the independent variables and the dependent variable. Based on these images can be seen that the direct influence of person organization fit and innovative work behavior by 0,364, while the indirect influence of 0.4867 (0.364 + 0.1227). So it can be seen that the total amount of the indirect effect (0.4867) > direct effect (0.364), it can be concluded that the psychological empowerment in this study had the effect of mediation and support H4.

This suggests that psychological empowerment may mediate the effect of person organization fit for the innovative work behavior of employees of PT Telekomunikasi Seluler Regional Central Java DIY. It means that when employees have high levels of conformity and high compatibility the company (suitability values and goals), then the employee will feel psychological empowerment properly addressed by the company so that it will support the ability of employees to enhance the innovative work behavior of employees of PT Telekomunikasi Seluler Regional Central Java DIY.

The results are consistent with the results of Afsar and Yousre (2016) which states that psychological empowerment capable of media-

ting influence between person organization fit on innovative work behavior employees.

### **Influence Knowledge Sharing Behavior on Innovative Work Behavior through Psychological Empowerment**

In the model described pathways mediating variables influence the relationship between the independent variables and the dependent variable. Based on these images can be seen that the direct effect between knowledge sharing behavior and innovative work behavior 0.292, while the indirect effect of 0.391 (0.292 + 0.099). So it can be seen that the total amount of the indirect effect (0.391) > direct effect (0.292), it can be concluded that the sharing of knowledge in the study had the effect of mediation and support H5.

These results suggest that psychological empowerment may mediate the effect of knowledge sharing behavior on the innovative work behavior of employees of PT Telekomunikasi Seluler Regional Central Java DIY. Thus, it can be interpreted that when employees have a high knowledge sharing behavior to fellow co-workers will increase innovative work behavior of employees, because when employees make the process of sharing information and knowledge to other employees then automatically they will get more innovation to do the job. Coupled with the employee psychological empowerment process that will make employees feel comfortable because of attention and really empowered psychological positively oleh company will produce the behavior of the high share knowledge in his work without coercion or misgivings because each employee has to feel trust and loyalty to colleagues and companies.

The results are consistent with the results of Jaber (2016) which states that knowledge sharing is positively related behavior and can increase the innovative work behavior of employees.

### **CONCLUSIONS AND RECOMMENDATIONS**

The conclusions of this study are all the research hypothesis is accepted. Where the direct and indirect influence between the person fit the organization and knowledge sharing on innovative work behavior acceptable behavior positively and significantly. This suggests that psychological empowerment is capable of mediating influence between the person organization fit and knowledge sharing behavior on the innovative work behavior of employees of PT Telekomunikasi Seluler Regional Central Java DIY. So the higher the person organization fit perceived by employees,

it can improve knowledge sharing behavior employees and increase innovative work behavior which is owned by company employees.

From the results of testing this hypothesis suggested that the company still has to improve employee fitness for purpose in a way membuah a management control system (SPM), the goal is for the company to more easily coordinate employees to have a goal in the same proceeding. Then to increase knowledge sharing behavior employees can be done by discussion forums namely in the form of evaluation meeting every week. Besides needing the application coaching and counseling for employees, the goal that employees can comfortably express moaned and lamented as well as providing advice and criticism for the sake of process improvement. Meanwhile, to improve the behavior of the innovative work can be done by adding training hard skills employees can take the form of multiply event as well as programs that hone the hard skills of employees of PT Telekomunikasi Seluler Regional Central Java DIY.

In this study of course there are still many limitations, such as the sample used only respondents from PT Telekomunikasi Seluler Regional Central Java DIY alone. Thus, for future research are expected to do research on the same aspect by extending the sample and take a different object of research to generalize the results of this study. In addition, researchers in future also be able to do further research to develop variables that may mediate the effect of person organization fit and knowledge sharing behavior on the innovative work behavior. For example, by using a variable support of co-workers and the culture of the workplace.

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